

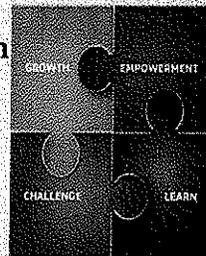
Why Succession Planning

- Executive Staff
 - 11 out of 18
- 61% of senior staff eligible for retirement
- Loss of talent and institutional knowledge
- Demographics of the baby boomers



Leadership Implications

- Private and public sectors are struggling and competing with the impending loss of large numbers of leaders.
- DNR could compete, or;
- Develop its own future leaders



DNR Path

- Executive staffs retreat
 - Cultural change
 - Institutional Knowledge
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OUR GOAL

- Develop a pool of qualified candidates
 - Develop a competency-based approach for each level of management
 - No more time and grade equals promotion to management
 - Help make DNR a great place to work in Missouri State government
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Up Against

- Previous programs no ultimate goal
- Mistrust and skepticism of staff
- Confines of the Merit System
- Activities in the normal 40-hour work week

The Toughest
Challenges of
a Leader



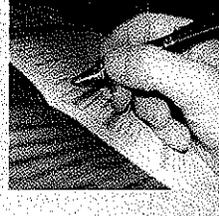
Going For Us

- Support of the Director and Executive staff
- Budget and resources
- HR staff assigned to Succession Planning
- DNR's staff are true believers in our Mission



Aspect of Succession Planning

- Initially designed for front-line and mid-level managers
- Nomination voluntary
- Required a recommendations from a manager
- Application
 - Essay questions
 - Assessment



Selection Process

- Formal application process
 - Reviewed
 - Compared with overall ratings
 - Confidentiality of the committee
- Selection recommendations made by SP team with concurrence of Director



Orientation

- Director attended
- Candidates director supervisor
- Motivational speaker



Course Work

- 12 core courses
- Leadership most important
- Stretch projects



*Ran every
6 wks.*

*Chose
Linn state to
direct leadership
class*

TWELVE CORE COURSES

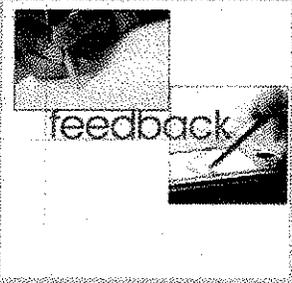
- | | |
|---|----------------------------------|
| Orientation | Leadership |
| Human Resources/Merit System | Financial Administration |
| Legislation/Rulemaking/Legal | Ethics and Accountability |
| Strategic Planning | Customer Service |
| Negotiation/Consensus Building
/Conducting Public Meetings | Good writing skills |
| Effective presentations | Meet the Media |

*Attorney of
agency*

*Budget
Directors @
Agency*

Feedback

- For those not selected
 - Suggestions
 - Planning



Feedback

- For those selected

- Interview (1-hour)

- Career development

- Stretch projects (Find weaknesses; assign them a project)



Lessons Learned

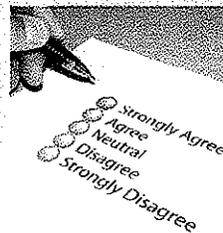
- A process in process
 - Keep director informed and involved
 - All management nominated candidates should be contacted by management
 - Staff should feel free to decline without fear of retribution
 - Focus on developing core training
 - Always review training prior to class presentation
 - Leadership should always be the first course (set the tone)
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Lessons Learned

- Every training module should begin with why this training is important
- Use specific examples that are inclusive of all divisions
- Require and use training evaluations
- Know the make up of each class (management v worker)
- Confidentiality is important during training
- Build SP competencies into the participants' performance plan
- Succession planning training compliments the MTR
- Don't assume.

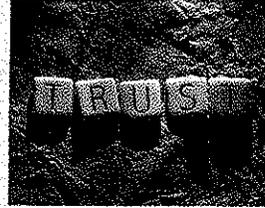
How Do We Measure Success

- 36% received promotions
- Strong positive feedback



Department of Natural Resources Culture Today

- Building trust
- Excitement of staff
- Pride in agency
- Change attitude of agency-
- Some staff eligible for retirement now looking for career advancement and wanting in the program



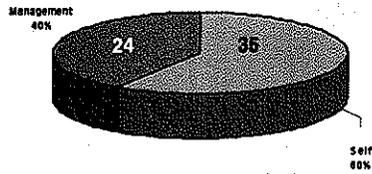
New Spin Off Initiatives



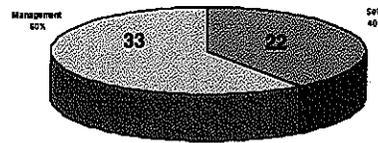
- Dual career tract for technical staff
- Support staff
 - Application October 1st

Management vs. Self Nominations

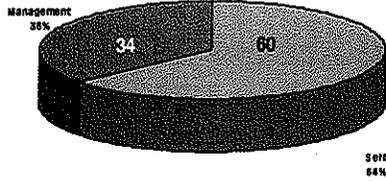
2008
Selected Participants (59)
Management vs. Self Nominations



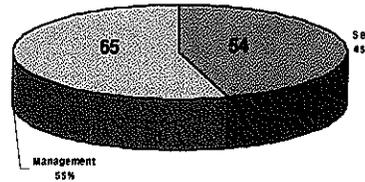
2007
Selected Participants (55)
Management vs. Self Nominations



2008
Total Eligible Applicants (94)
Management vs. Self Nominations

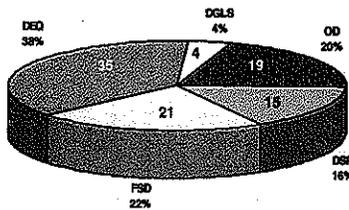


2007
Total Applicants (119)
Management vs. Self Nominations

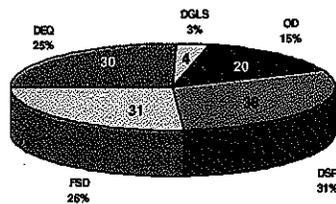


Total Applicants

2008
Total Eligible Applications (94)
by Division



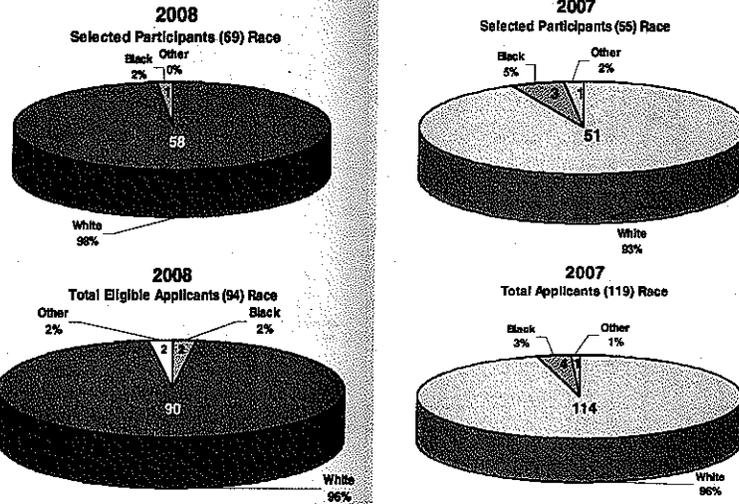
2007
Total Applications (119)
by Division



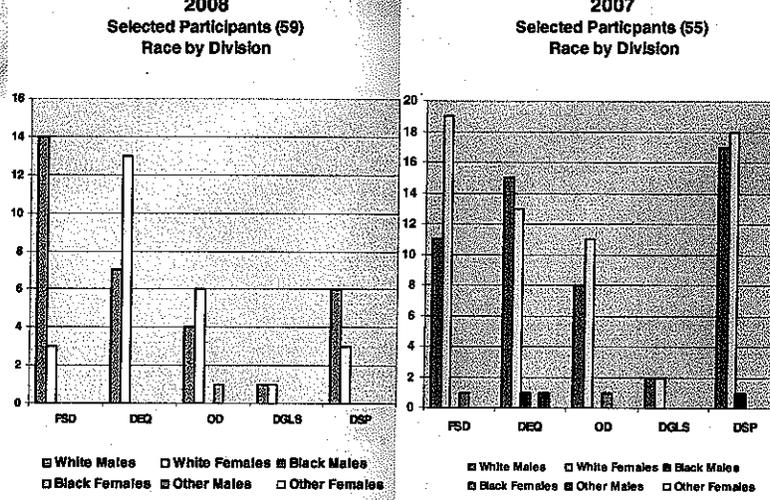
Difference from 2007

- DGLS- 0
- DEQ- 5 more
- DSP- 21 less
- OD- 1 less
- FSD- 10 less

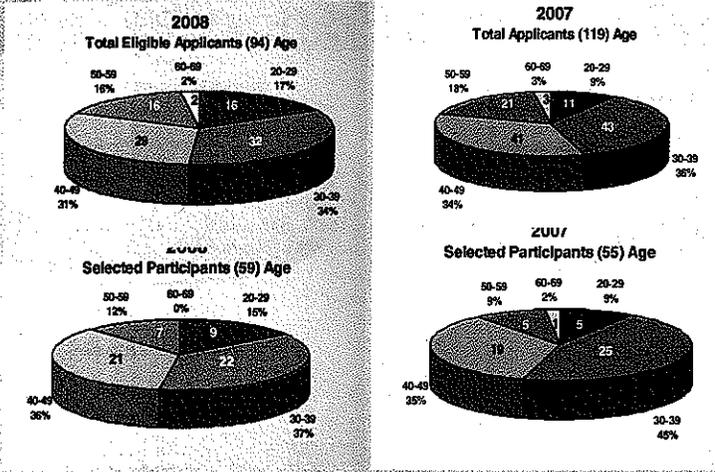
Selected Applicants by Race



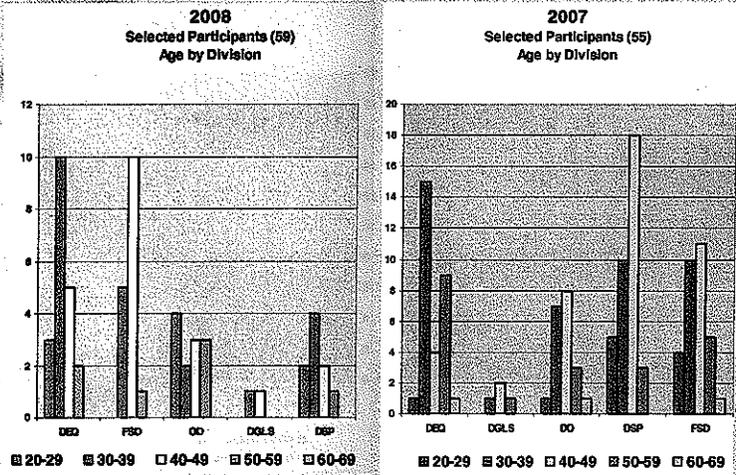
Selected Applicants Race by Division



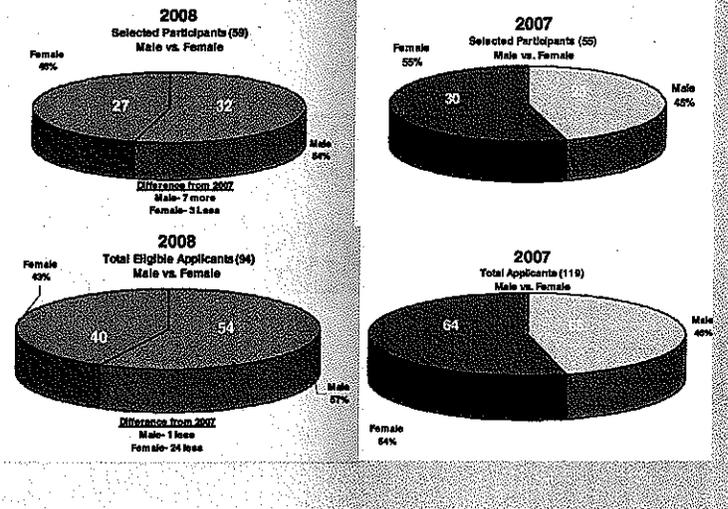
Selected Applicants by Age



Selected Applicants Age by Division



Selected Applicants Male vs. Female



Selected Applicants Male vs. Female by Division

